

Glen Echo Park



A Network Initiative
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National Park Service
9/22/11

Chautauqua





You must never so much as think
whether you like it or not, whether it is bearable or not;
you must never think of anything except
the need, and how to meet it.

Clara Barton

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Cooperative Agreement between NPS and Montgomery County, MD Highlights:

- ❧ \$23 million shared renovation of GEP.
- ❧ Formation of non-profit Glen Echo Park Partnership for Arts & Culture (GEPPAC).
- ❧ Arts programming by GEPPAC; Overall site administration by NPS.
- ❧ Today, visitation is over 450,000 per year.



Title

Managing by Network



Network Goal / Vision

Better communication and partnering with partner.

Actual “partnering” on goals, instead of acting as separate entities .

Build on and celebrating Successes (Park Volunteer Program Award) to build community between NPS and partner.

Network Objectives

Plan and implement a shared special event (An American Red Cross Media Drive).



Formal and Informal Networks

➤ Partners with Volunteers Agreements

Numerous corporations and schools that come out to do volunteer projects.

➤ Partners With Assistance Agreements

- Current agreement with Montgomery County

➤ Partners Under Contract

- Guest Services, Inc (café).

➤ Informal Partnerships

Working with the American Red Cross to host blood mobiles at our sites.

➤ Potential Partners

Artist in Residence program; Latin American Youth Center; Walter Reed;



Air Force Volunteers help with trolley restoration, weeks before deploying to Afghanistan.

Stage of Network Development



What's the status of your network development:?

- ✓ Active.
- ✓ Evaluating.

What are you doing at this stage to manage the network and move to the next stage?

✧ Plan a new event that we work on collaboratively from start to finish – a December Blood Drive, in partnership with GEPPAC, NPS, and the American Red Cross.

✧ Recognize shared successes (Winning the Regional Hartzog Outstanding Park Volunteer Program Award). The volunteer program is co-managed by NPS and GEPPAC.

✧ Build Community (Potlucks).

✧ More input with Board of Directors: Since 2010, the NPS Site Manager has provided a written monthly report to BoD. In early 2011 a verbal NPS briefing was added to BoD meetings – before these two items were added, NPS didn't have any formal input at BoD. **NEW/Proposed by park superintendent:** more active involvement at BoD meetings, including Executive Session. Currently NPS staff are asked to leave when BoD goes into Exec Session.

Network Geography

Communities of Place, Identify and Interest



Where does your network operate?

Glen Echo Park

Who benefits from the development of your network?

Park Visitors (general visitors, art class students, dance attendees).

By reaching out to the Latin American Youth Center and similar programs we can reach more diverse audiences.

Benefits of the Network



Present

1. List the current benefits of your network initiative
- ∞ Historic amusement park was restored instead of demolished. Chautauqua-era history kept alive, active, and moving forward in amusement-park-era buildings. Partner focuses on arts program; NPS focuses on interpretation and historic preservation.

Future

1. List the future benefits of your network initiative:
- ∞ Improved communications with partner. More visitors understanding the park's history. More diverse visitors.

Evaluating Network Potential and Performance

	Evaluation Criteria	Comments
1	Advance strategic priorities of the agency	NPS now able to focus on mission-based goals
2	Leverages funding	Each entity contributes their strengths. (Trolley restoration-NPS and GEPPAC sought and received complimentary grants).
3	Demonstrates big-picture thinking	Focus is on how each partner can contribute to the park's whole.
4	Demonstrates entrepreneurship	Yes. Unique federal-county-non-profit collaboration.
5	Management of formal agreements and contracts	Cooperative agreement is the primary management doc. Very detailed. Can be confusing at times re: who does what.
6	Demonstrates effective external and internal communication	Improvements made.
7	Demonstrates accountability	NPS can now focus on mission and stay within budget.
8	Potential as a network management model	Visitor satisfaction: yes. Communication: Always room for improvement.

Lessons Learned About Network Management



- List two to three lessons learned about network management that you wish to share with colleagues within your agency:
- List one to two lessons learned about network management that changed the way you interact with partners and community representatives:
- **For both of these questions:**
- Slow-moving government processes can be very frustrating for partners. Do what you can (ie what you have control over) in a timely manner, to counteract slower-moving situations you have no control over. This can help reduce partner's stress.
- Always be professional and positive in interactions and responses, even if others aren't.
- Always try to hear the actual concern, even if it is framed in a less-than-professional way.
- Separate negative or difficult personalities from the good work being done by a partnership so the negative aspects don't "become" the partnership.
- Your words and actions define and reflect upon *you* and *your agency*. Let the reflection be positive and professional in all situations.